DOCUMENT RESUME

ED 047 363 EA 003 273

TITLE	Policies for Improving School Board Meetings.
INSTITUTION	National School Boards Association, Waterford, Conn. Educational Policies Service.
PUB DATE	Nov 70
NOTE	31p.; Cat. No. 70-55
AVAILABLE FROM	National School Boards Assn. State National Bank Plaza, Evanston, Ill. 60201. (One free kit with SEARCH certificate, 1-3 kits $2.00; 4-7 kits $1.80; 8-10 kits $1.60; 11 or more kits $1.50 payment should accompany orders under $6.00.)
EDRS PRICE	EDRS Price MF-$0.65 HC Not Available from EDRS.
DESCRIPTORS	*Board of Education Policy, *Boards of Education, *Educational Administration, *Meetings, *School Administration

ABSTRACT

This School Board Policy Development Kit, prepared by the Educational Policies Service/NSBA Policy Information Clearinghouse is concerned with the written policies that are necessary to facilitate more effective meeting procedures. In conjunction with a discussion of ways to improve board meetings, a checklist is provided as an instrument for self-evaluation by school boards. Samples are provided for demonstration purposes; these concern the duties of the board president, the board secretary, board parliamentarian, and board members, as well as new board member orientation, school board meetings, board meeting procedures, board meeting preparation, broadcasting and taping of board meetings, review of board procedures, criteria for evaluating board meetings,and agendas. In addition, text of a handout leaflet prepared for the Milwaukee Board of School Directors is given as an example of the kind of welcome a board should extend its visitors. Three publications concerned with school board meetings are recommended, and a brief precis is given of each, together with ordering information. (Document previously cited in RIE as ED 044 544.) (DB)

EDO 47363

Policies for Improving School Board Meetings

Cat. no.: 70-55

November, 1970

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

EA 003 273

...a school board policy development kit prepared by the Educational Policies Service of the National School Boards Association

ABOUT:

the School Board Policy Development Kits...

☐ School Board Policy Development Kits (and other policy development resources) are prepared by the staff of the EPS/NSBA Policy Information Clearinghouse. Announcements about the availability of new kits and other resources appear each month in the pages of **Updating School Board Policies,** the EPS/NSBA newsletter. Every registered member of the Educational Policies Service is entitled to receive one free kit as published when the request for a copy is submitted on a member's SEARCH Certificate. Materials distributed by the Clearinghouse do not necessarily reflect official viewpoints of the National School Boards Association. Additional information about EPS/NSBA is available from the headquarters of the National School Boards Association, 1233 Central Street, Evanston, Ill. 60201 and also from the EPS/NSBA Clearinghouse, 152 Cross Road, Waterford, Conn. 06385.

☐ **Rates:** 1-3 kits @ $2.00; 4-7 kits @ $1.80; 8-10 kits @ $1.60; 11 or more kits @ $1.50. Quantity rates prevail when kits are ordered in quantity. Cost of postage and handling is added unless payment accompanies order—and payment should accompany all orders under $6.00 in value.

© Copyright 1970 National School Boards Association

"PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL BY MICROFICHE ONLY HAS BEEN GRANTED BY
William E. Dickinson
TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE U.S. OFFICE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER."

POLICIES FOR IMPROVING SCHOOL BOARD MEETINGS

Cat. No. 70-55 *November, 1970*

Dear Colleague:

A school board "exists" only when it meets.

Between meetings, a school board is but a shadow.

One of the policy exhibits in this kit (BBB--Board Members) spells out our meaning: "Official decisions of the Board can be arrived at *only at duly constituted Board meetings*. [Our italics.] Individual Board members or groups of Board members do not have independent authority to speak for the Board and should make no out-of-meeting commitments unless directed to do so on behalf of the Board."

This is why the quality of board meetings is so terribly important. It is largely through meetings (plus policy directives) that school boards exercise their powers and responsibilities.

This kit is concerned with the written policies that are necessary to facilitate more effective meeting procedures.

Ritualistic and Trivial?

Recently, the quality of board meetings has come under attack from board members themselves. Speaking at a national convention of school administrators last February, Ben P. Brodinsky, editor-in-chief of Croft Educational Services and a member of the Old Saybrook, Conn., Board of Education, put into words the frustration that many school board members often feel. He said:

> "Most of our actions around the board tables are defensive, restrictive, argumentative, punitive, trivial,

or controlling of some minor administrative item. Many of our actions--by force of circumstance--separate and alienate us from our teachers; fail to bring parents and taxpayers closer to the schools; and do little to help us understand the student, or to help the students understand their community and their environment and prepare for the future. As I walk home after each meeting, I ask: Why couldn't we have done something to inspire, inform, illuminate?"

The criticism of a West Coast board member--Jerry Fine, Inglewood, Calif., Unified School District--is more extreme: "As presently performed, the school board role is largely ritualistic, functionary, and involves the use of modest talents."

Mr. Fine made his observation at a small group, Title III seminar convened by the National School Boards Association to consider the present and future role of the local school board in America. It was the consensus of this think-tank conference that outmoded meeting procedures were blocking the effective exercise of school board leadership. "Too many present practices are wasteful of leadership talent," said the seminar report, New Dimensions in School Board Leadership. "Meetings that drag on after midnight, emergency sessions, busywork, the abundance of detail to be attended to--all these factors wear down even the most ambitious board member."

Ways to Improve Board Meetings

School board meetings do not have to be as dull, drawn out, and/or contentious as they too often are. There are ways to improvement. Here are six as identified by Cyril O. Houle in a book published a

THE MEETING THAT WENT TO POT

"As a superintendent, is there anything more trying than to see a board of education meeting go to pot right before your eyes? The president seems to have lost his gavel. As time goes on, he seems to have lost his watch. With all the commotion, it's difficult to distinguish board members from the multitude. The gavel seems to be made of sponge; the subject in question becomes lost in verbiage. You sit there helplessly as the public spectacle comes crashing down, covering up good intentions with emotional debris that only time in her infinite and indefinite way can remove."
--Harold Spears, Indiana University and former Superintendent, San Francisco Unified School District, in The School Administrator, November, 1968.

decade ago, The Effective Board (Association Press, 1960):

1. Reduce board meeting procedures as much as possible to routine so constant decisions don't have to be made about them. (This is the function of the "by-law policies" of the BCB--Board Meeting Procedures series of descriptors in the *EPS Reference Manual*.)

2. Plan every board meeting thoroughly; the meeting itself should be the point-of-action culmination of the planning process. (See the two exhibits on BCBC--Board Meeting Preparation in this kit for a policy approach to planning.)

3. Insist that all reports to the board be clear, concise, complete, and relevant to the agenda.

4. Reserve as much board meeting time as possible for serious discussion of issues as opposed to the time-consuming consideration of administrivia.

5. Permit as much cordial informality as possible within the context of suitable decorum and propriety.

6. Don't allow meetings to drag on and on. Overly-long meetings invite tedium and, sometimes, mischievous actions which are later regreted.

* The place where board meetings take place can also be conducive to more effective sessions. The board room should be made, as someone once said, "hospitable to the meeting of the minds and the making of decisions."

The room itself should be well lighted and ventilated....The table at which the board meets should be large enough so that members can spread out their papers....Work space (and work papers) should also be provided for reporters and staff aides....Seating arrangements for visitors should be comfortable....Visitors should also be given copies of the agenda plus a welcome leaflet to brief them on proper procedure for getting a hearing. (See the green sheets entitled "Welcome to the meetings of your school board" near the end of this kit.)....Visual aids such as wall charts, district maps, overhead transparencies, filmstrips, etc., should be available and utilized to full advantages for the display of exhibits....The board should also have ready access at all times to standard references: the minutes book, budget document, policy manual, administrative rules, and Robert's Rules.

* Ordinary rules of parliamentary law are vital to orderly dispatch of business. And board members should recognize that good old Robert of Robert's Rules is not as stuffy and stiff-necked about meeting protocol as some would suspect. In fact, Robert's Rules encourage streamlining the meeting procedures of boards. The

"formality that is necessary in a large assembly hinders the business of boards," says the latest edition, Robert's Rules of Order Newly Revised (Scott, Foresman, 1970). The rules governing board meetings "are different from" those that hold in large deliberative bodies.

Consider and take advantage, if you wish, of these time-saving rules sanctioned by Robert's for small boards:

--Members are not required to obtain the floor before making motions or speaking, which they can do while seated.

--Motions need not be seconded.

--Informal discussion of a subject is permitted while no motion is pending.

--Sometimes, when a proposal is perfectly clear to all present, a vote can be taken without a motion's having been introduced.

--The chairman can speak in discussion without rising or leaving the chair; and subject to rule or custom within the particular board, he usually can make motions and usually votes on all questions.

(On one point, Robert's remains quite firm: A board is not a board when it is not in session. Consider: "The personal approval of a proposed action obtained separately by telephone or individual interview, even from every member of a board, is not the approval of the board, since the members were not present in one room where they could mutually debate the matter. If action on such a basis is necessary in an emergency, it must be ratified at the next regular board meeting in order to become an official act of the board.")

* The key man for planning effective school board meetings is the superintendent of schools. It is the chief school executive--usually in conference with the board president or secretary, with staff, and, increasingly, with citizen and student representatives--who prepares the meeting agenda and sees to it that meeting folders, with necessary background information, are distributed well in advance of meeting dates and that all necessary arrangements are made for the conduct of board business. Regarding the public, the superintendent "should encourage calls from those who wish to address the board," advises Harold Spears, a past president of the American Association of School Administrators. Yet while trying to be fair to the public, he must at the same time strive to keep the meeting within reasonable length. "As we all know," he says, "matters on which citizens wish to address the board can often and more satisfactorily be cleared in conference with the superintendent and his staff. Here his judgment and public relations skills are tested."

* The key person for running effective school board meetings is the board president. The job of chairing board meetings--especially today when the board room so often becomes an arena of conflict--

is certainly not easy. The job requires high skills in interpersonal relations, brains, an even temper, and a firmness in exercixing meeting discipline. School Boards that have a good president should keep him for as long as he is willing to hold the hot seat. Because today's challenges are so great, says New Dimensions in School Board Leadership, school boards should not play "musical chairs" with the board presidency. "The board that is truly trying to exercise leadership will put the best man (or woman) in the president's office and keep him there. The practice of taking turns or using longevity to determine the board's presidency is a sad commentary on the board's own respect for leadership."

* Good order must always be preserved if meetings are to be effective. Once upon a time, school board meetings were ho-hum affairs: the reading of the minutes, the approval of the bills, the letting of the contract to get the schoolhouse roof fixed.

Not so today. No other agency devised by Americans for the guiding of their public affairs is as capable as the school board "of stirring up the passions of a community to so fine a froth," wrote Robert Bindiner in The Politics of Schools (Harper & Row, 1969). No school board today can escape controversy.

Reasoned arguments, knowledgeable disputation, and vigorous debate must always be welcome where men and women come together to hammer out important decisions. But personal attacks, calumny, and disorder must never be tolerated. And it is the board itself, guided by its president, that sets the tone and serves as the model for its citizenry. In the words of Harold Spears, "Decency, sincerity, honesty, candor, compassion, and pleasantness can go a long way in these days of rebellion against order."

A Meeting About Meetings

It is a truism that cobblers don't take time to mend their own shoes, that mechanics don't take time to repair their own automobiles. Many school boards may be in a similar fix. Meetinged to death, few boards seem to take time from their busy agendas to step back and evaluate objectively the quality of their meetings.

They should.

In fact, a meeting on meetings at least once a year could be an enlightening exercise for the board-administrative team. (See buff policy sample BCBL--Review of Board Procedures which calls for exactly this kind of annual evaluation.)

To this end, we offer the checklist that follows as an instrument for self-evaluation. Users of this kit are free to adopt or adapt it as their own for distribution to the board-superintendent team.

Improvement needed:

_____ 1. PLANNING. Has the board developed adequate planning procedures for determining agendas and preparing back-up reports and briefings?

_____ 2. PRE-MEETING DISSEMINATION. Has the board developed adequate procedures for getting meeting materials and notices in the hands of board members, the press, and public leaders two or three days in advance of meeting dates?

_____ 3. PRE-MEETING CONFERENCE. Do the board president and superintendent confer before each meeting to review upcoming business, to clarify agenda items, and to anticipate possible problem areas?

_____ 4. THE SETTING. Has the board found and furnished the best possible setting for its meetings?

_____ 5. HOMEWORK. Do all board members study the agenda, read the reports, and come to meetings prepared to contribute to substantiative discussions and not waste meeting time by going over matters that were already included in the pre-meeting folder?

_____ 6. PUBLIC INVOLVEMENT. Has the board established an orderl. method whereby the public, including students, may get a hearing at board meetings? Does the board president make public visitors feel welcome in the board room?

_____ 7. PROPER ROLE. Has the board developed a clear policy as to the kinds of matters which need not be brought to the board's attention and which may be handled by administrative action?

_____ 8. RECOMMENDATIONS. Does the superintendent expedite business by specifying his "Recommended Action" on each major agenda item?

_____ 9. ADVICE. Does the board encourage the superintendent to invite staff specialists to board meetings to supply back-up advice and knowledge on recommended proposals?

_____10. PACE. Do meetings begin on time? During meetings, does the board president keep an eye on the clock so that adequate time can be provided for important matters?

_____11. CLARIFICATION. Does the board president clarify each agenda item? Does he clarify--for the benefit of board, press, and public--specific goals to be achieved? Is he adept at summarizing arguments before bringing matter to a vote?

_____12. CONTROL. Does the board president keep discussions to the subject at hand? Does he bring members to order when they interrupt the speaker who has the floor--or talk while the speaker is talking? Is he firm when firmness is required?

_____13. POST-MEETING DISSEMINATION. Does the administration see to it that staff, students, and the public are immediately informed as to the results of "last night's meeting"?

_____14. POLICIES. Has the board developed an adequate set of written policies or by-laws on Board Meeting Procedures?

On that last item, we hope that the exhibits included in this kit will prove helpful to your board in updating its can't-do-without policies on internal operations. Best wishes for better meetings.

--William E. Dickinson
Director, EPS/NSBA

ABOUT THE EXHIBITS WHICH FOLLOW

The policy, rule, and information statements in this kit are supplementary to those which may be found in the *Educational Policies Reference Manual*. Be sure to consult Section B--School Board Operations in order to "retrieve" these additional resources for developing policy in this area. EPS member organizations are also invited to make full use of SEARCH Certificate privileges to get additional sample materials on demand.

EPS/NSBA File: BBABA

BOARD PRESIDENT

The President shall preside at all meetings of the Board, decide questions of order, and appoint all committees unless otherwise directed by the Board.

He shall have the same right as other members to offer resolutions, to make motions or second motions, to discuss questions, and to vote thereon.

The President shall call special meetings of the Board.

The President shall sign official district documents that require the signature of this office.

SOURCE: ABC Unified School District, Artesia, Calif.
DATE: 3/4/65

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BBABC

BOARD SECRETARY

THE SECRETARY OF THE BOARD OF DIRECTORS SHALL PERFORM THE DUTIES REQUIRED OF HIM IN ACCORDANCE WITH STATE STATUTES.

Procedures

Such duties shall include the following:

1. Keep a full and accurate record of the proceedings of the school board
2. Send out notices of meetings
3. Assist the superintendent of schools in matters pertaining to the care of the school board's records and documents
4. Maintain school board members' manuals of policies, by-laws, and administrative regulations in current status
5. Advise board of policies previously adopted which affect items on the agenda requiring policy consideration
6. Countersign all warrants for school money drawn upon the King County Treasurer by order of the Shoreline School Board
7. In the absence of the president and vice-president, call the board meeting to order and conduct the election of a chairman pro tem
8. Except as herein defined, be responsible to the superintendent of schools.

SOURCE: Shoreline Schools, Seattle, Wash.
DATE: 2/2/70
LEGAL REF.: RCW 28.62.070 - Duties of Secretary
RCW 28.62.080 - Secretary's Bond and Oath--Record of Transactions

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BBABF

BOARD PARLIAMENTARIAN

The Parliamentarian shall be a member of the administrative staff appointed by the Board who shall be well versed in Robert's Rules of Order and able to advise the Board at any time.

SOURCE: Charlotte-Mecklenburg Schools, Charlotte, N.C.
DATE: 2/27/68

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BBB

BOARD MEMBERS

Members of the Board should endeavor to attend all meetings, discuss items presented on the agenda, suggest other items for consideration and vote upon motions and resolutions presented.

Official decisions of the Board can be arrived at only at duly constituted Board Meetings. Individual Board members or groups of Board members do not have independent authority to speak for the Board and should make no out-of-meeting commitments unless directed to do so on behalf of the Board.

It is important that Board members be nonpartisan in dealing with school matters and not subordinate the education of children and youth to any partisan principle, group interest, or personal ambition.

In addition to the foregoing, Board members should meet the following qualifications:

1. They should have personal integrity, intelligence, and appreciation of the values of good education.

2. They should be successful citizens willing and capable of assuming responsibility.

3. They should have the ability to work with others, should have the courage of their convictions, should always vote their beliefs, and should be champions of the public schools.

4. They should be prepared and willing to devote a sufficiently large amount of time to the study of the problems of education in their own district, as well as the State and Nation at large, so as to be able to interpret them to the electorate of this district.

5 They must be willing and able to make sacrifices of their time, knowledge, and personal pleasure for the benefit of the district.

SOURCE: ABC Unified School District, Artesia, Calif.
DATE: 3/4/65

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BBBB

NEW BOARD MEMBER ORIENTATION

NEWLY ELECTED BOARD MEMBERS SHALL BE INVITED TO AN ORIENTATION MEETING OF THE BOARD, AT WHICH TIME THE MEMBERSHIP WILL DISCUSS BOARD FUNCTIONS, POLICIES,AND PROCEDURES FOR THE BENEFIT OF NEW MEMBERS.

Procedures

During this meeting new members shall be given selected materials dealing with district data and education laws and regulations on the local and state levels. Such materials should include:

A Manual of School Board Policy and Administrative Procedure

Thomas Code of Public Education in the State of Washington

Education Manual of Washington State

Shoreline budget for the current year

Annual Report of the secretary to the board

Shoreline Directory

Map of Shoreline School District

Recruiting brochures

SOURCE: Shoreline Schools, Seattle, Wash.
DATE: 2/2/70

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BC

SCHOOL BOARD MEETINGS

The Board of Education shall meet on the second and fourth Monday of every calendar month at 8:00 p.m. Whenever the regular meeting falls on a legal holiday, the meeting shall be held on the next business day. Unless decided by prior agreement at an open meeting, the place of meeting shall be in the Administration Building.

Background Meeting and Action Meeting

The meeting on the fourth Monday shall concern itself primarily with discussions of instructional and business matters which shall not normally require action of the Board. The intent of this discussion shall be to provide members of the Board, of the administrative staff, and of the community with background information relative to actions which will take place at the regularly scheduled meeting on the second Monday of each calendar month. At the meeting scheduled for the fourth Monday, invitations may be extended to members of the school staff, community organizations, and other groups who can or wish to provide information which will at a future time lead to decision and action by the Board. Matters of a business and instructional nature may be considered for action at the meeting scheduled on the fourth Monday of each calendar month only by unanimous consent of all board members present.

Open to Public

All meetings of the Board shall be open to the public except meetings where the acquisition or sale of property is being considered provided that no other portion of such meeting shall be closed to the public. The Board may, however, hold executive sessions to consider information regarding employment or dismissal of an employee provided that four members of the Board in attendance at any regular or special meeting affirmatively vote to hold said executive session or sessions and provided further that no final action shall be taken at an executive session.

SOURCE: Board of Education, Rockford, Ill.
DATE: 8/9/65

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BC

SCHOOL BOARD MEETINGS
(Annual Board Calendar)

The following significant actions will normally be accomplished at board meetings no later than the month indicated below:

January:
1. Budget review for PTA Presidents

February:
1. Adoption of salary guides

March:
1. Board Orientation and Planning Meeting
2. Referendum review for PTA Presidents

April:
1. Referendum for new construction
2. Orientation meeting with CHEA Salary Committee
3. Adoption of teacher salaries
4. Transportation review

May:
1. Adoption of salaries for professionals other than teachers

June:
1. Adoption of salaries for nonprofessionals
2. Orientation meeting with PTA Presidents

September:
1. Curriculum review

October:
1. Buildings and grounds maintenance review
2. Issuance of Superintendent's Annual Report

November:
1. Facilities needs review

December:
1. Review of proposed budget and consideration of future financial plans
2. Orientation meeting with Town Council

SOURCE: Board of Education, Cherry Hill, N.J.
DATE: 9/16/68

INFORMATION STATEMENTS (green sheets) are distributed for information only. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCB

BOARD MEETING PROCEDURES

It is the desire of the Board that meetings shall be formal enough for orderly procedure but informal enough to be natural and to encourage free discussion and to promote group thinking and action.

The Board desires to be cognizant of the problems, requests, complaints, and suggestions of members of the community, but it is necessary that the Board not allow the perusal of such material to interfere with diligent attention to the affairs of the district.

SOURCE: ABC Unified School District, Artesia, Calif.
DATE: 3/4/65

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCBC

BOARD MEETING PREPARATION

Before actions by the Board of Education are requested or recommended, the Board of Education shall be provided with adequate data and back-up information to assist the Board in reaching sound and objective decisions consistent with established goals.

Board members shall be expected to read the information provided them, and to contact the Superintendent or other appropriate staff members to request additional information that may be deemed necessary to assist them in their decision-making responsibilities.

SOURCE: Santa Barbara City Elementary-High School District, (Calif.)
DATE: 2/29/68

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCBC

BOARD MEETING PREPARATION
(Agenda Determination)

THE SECRETARY TO THE BOARD IN CONSULTATION WITH THE OFFICE OF THE SUPERINTENDENT OF SCHOOLS, SHALL PREPARE THE AGENDA FOR EACH BOARD MEETING. WHENEVER A MATTER INVOLVING POLICY CONSIDERATION IS PLACED ON THE AGENDA, THE SECRETARY SHALL ADVISE THE BOARD OF ANY POLICIES PREVIOUSLY ADOPTED AFFECTING SUCH MATTER. ANY MEMBER OF THE BOARD MAY SUBMIT SUGGESTIONS FOR ITEMS ON THE AGENDA.

INDIVIDUALS WISHING TO BE HEARD AT A BOARD MEETING SHALL ADVISE THE SECRETARY TO THE BOARD IN ADVANCE. THE AGENDA, HOWEVER, SHALL ALWAYS ALLOW FOR RECOGNITION AND INTRODUCTION OF GUESTS, TOGETHER WITH REMARKS FOR THE GOOD OF THE SCHOOL DISTRICT BY ANY BOARD MEMBER.

SOURCE: Shoreline Schools, Seattle, Wash.
DATE: 2/2/70

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCBJB-R
(Also KBCCB-R)

BROADCASTING AND TAPING OF BOARD MEETINGS

Radio and television stations desiring to report proceedings of regular public meetings of the Board of Education from the floor of the Assembly Room are requested to seek clearance from the President of the Board at least 24 hours before the meeting is held. This request will enable the Board of Education to render assistance to the news media and to Board Members as follows:

1. Qualified Board of Education personnel will immediately check the Assembly Room's electrical facilities to be certain that sufficient outlets are available to meet the needs of the news media's electrical equipment, including television cameras and flood lights.

2. Additional chairs, tables, and/or ladders will be made available on a stand-by basis in case they are needed by the news media to aid them in setting up their equipment.

3. Members of the Board of Education, notified in advance that additional news coverage is planned, will be forewarned to exercise caution in avoiding television cables, electrical wires, and similar equipment that may be on the floor of the Assembly Room.

4. Radio and television personnel will be asked to remain behind the last row of desks in the Assembly Room when the Board is in session so as not to obstruct the view between the President of the Board and members of the Board and executive officers. Reporters will also be requested to avoid the display of mikes or light meters near a Board member or executive officer who is addressing the Board. This courtesy will enable the speaker to give his undivided attention to his presentation.

If the request for clearance outlined above is observed, it is believed that the radio and television news media will be aided in achieving competent news coverage with less difficulty while at the same time the Board will be able to conduct its business with a minimum of distraction.

SOURCE: Board of Education, City of St. Louis, Mo.

ADMINISTRATIVE RULES SAMPLES (yellow sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: (BCBL*)

REVIEW OF BOARD PROCEDURES

THE BOARD SHALL HOLD A REVIEW OF ITS OPERATIONS AT LEAST ONCE ANNUALLY. IN SUCH REVIEW THE SUPERINTENDENT AND ADMINISTRATIVE OFFICERS, WORKING WITH THE BOARD, SHALL BE ASKED TO PARTICIPATE IN THE REVIEW OF BOARD PROCEDURES.

Interpolation

Continuous study should go on to improve the function of the board. Numerous handbooks and printed materials are available to guide school board members in the efficient discharge of their duties. The various school board associations publish excellent materials which are also available to each director.

Participation in school board association meetings affords an excellent opportunity for members to express themselves and to learn appreciably about school board operation by observing other directors in action.

Under the best of conditions the relationship between the chief administrative officer and the board of directors is necessarily a closely knit operation. Overlapping of functions and responsibilities must necessarily occur at times. Only in a spirit of confident teamwork and complete understanding are the directors and the administrative officials free to operate.

SOURCE: Shoreline Schools, Seattle, Wash.
DATE: 2/2/70

* *See Introduction in Reference Manual for explanation of expanded code.*

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: (BCBL*)

CRITERIA FOR EVALUATING BOARD MEETINGS

Inferior

Meetings are held too frequently or not frequently enough to accomplish board business properly. Meetings are poorly organized, with no written agendas and no accompanying reports upon which to base decisions. Minutes of the meetings are too sketchy to be of value, or too voluminous to be readable, and are not available in appropriate form.

Superior

Regular meetings are scheduled from 12 to 24 times annually, with special meetings as required--usually no more than 12 annually. Agendas are prepared by the superintendent and the board president and sent to board members, news media, and the local association president well in advance. Clearly stated procedures for inclusion of agenda items are specified in the board's rules. Board members receive pertinent written materials and recommendations along with the agendas. Comprehensive minutes of regular and special meetings are available to interested individuals.

☐ Inferior	☐ Below average	☐ Average	☐ Above average	☐ Superior

Action Needed To Close the Gap

SOURCE: *Profiles of Excellence: Recommended Criteria for Evaluating the Quality of a Local School System*, p. 43. Copyright 1966 National Education Association. Used by permission.

NOTE: *Profiles of Excellence* is a 128-page book of "instruments" designed to encourage a comprehensive self-study and evaluation by local school boards, administrators, and professional associations of their school system's total operation. Copies are available from NEA Publication-Sales, 1201 Sixteenth St., N.W., Washington, D.C. 20036. Single copy: $1; discounts on quantity orders. Stock #381-1174.

INFORMATION STATEMENTS (green sheets) are distributed for information only. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

ABOUT AGENDAS...

Adopt a format that makes educational planning the most important matter of business

Note: As suggested in our introduction, one of the first steps a board can take to improve its meeting procedures is to establish a modern, action-oriented agenda format. Such an agenda suggests --by the structure and headings of items to be considered--that such matters as educational planning, policy deliberation, and board-staff-community dialog are priority roles for the board.

The remaining buff sheets in this kit offer a variety of agendas --the best from the Clearinghouse files. Each departs in some way from traditional orders of business. If your board's agenda format needs streamlining, we suggest that the superintendent's office or the board secretary be commissioned to construct a new format that combines the best features of these samples.

AGENDAS

Except as altered by a vote of a majority of the members of the Board the following shall generally be the order to be observed in the transactions of business:

1. The 15-minute Discussion
   (Visitors' questions; informal dialog with public about the schools)

2. Business Affairs

   a. Minutes
   b. Warrants
   c. Reports: i.e.
      Clerks
      Attorneys
      Clerk of the Works
      Architects
      Auditors
      Treasurers
      Superintendents
      President of the Board

3. Recommended Actions

4. Committee Reports

5. Policy Discussion

6. Policy Action

7. General Discission

8. Information

SOURCE: East Syracuse-Minoa Central School District, East Syracuse, N.Y.
DATE: Adopted 12/9/69; Reaffirmed 1/6/70

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

25

EPS/NSBA File: BCBD

AGENDAS

Unless changed by a two-thirds vote of those present at each regular and adjourned business meeting of the board of education, the order of business shall be as follows:

A. Opening of meeting by the chairman

B. Recommended actions

1. Routine matters

a) Approval of minutes of the preceding meeting
b) Approval of Treasurer's Report
c) Approval of Warrants

2. Unfinished business

3. New business

C. Information and proposals

1. From delegations

2. From nonstaff communications and reports

3. From the superintendent and staff

4. From questions asked by board members

D. Future business

1. Meeting dates

2. Preview of topics for future agendas

3. General discussion to guide future recommendations

E. Adjournment

SOURCE: School District #5, Aberdeen, Wash.
DATE: 2/25/58

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCBD

AGENDAS

1. Flag Salute

2. Approval of minutes of the regular meeting of _____, 19 ___ attached hereto

3. Communications to the board

4. Introduction of guests - recognition of delegations

5. Presentation and recommendations of the superintendent's office to the board:

   a.
   b.
   c.

6. Board requested discussion or action:

   a.
   b.
   c.

7. Information for the board:

   a.
   b.
   c.

8. Adjournment: _____ p.m.

SOURCE: Shoreline Schools, Seattle, Wash.
DATE: 2/2/70

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

EPS/NSBA File: BCBD

AGENDAS

The regular order of Board business shall be as follows:

1. Call to order
2. Approval of minutes (at regular meetings only)
3. Consideration of business
4. Adjournment

The business of the meeting will normally be considered in the order in which it appears on the agenda except that the President may at his discretion vary the order of procedures.

Before the meeting is adjourned an opportunity will be provided for members of the Board and District Superintendent during the question period to present new business for consideration.

SOURCE: ABC Unified School District, Artesia, Calif.
DATE: 3/4/65

SCHOOL BOARD POLICY SAMPLES (buff sheets) are distributed for demonstration purposes. Contents are not necessarily endorsed by EPS/NSBA. Editing from originals has been for reasons of space and style requirements only.

WELCOME...
to the meetings of your school board

Note: Here is an example of the kind of warm welcome any board should extend its visitors. The text is from a hand-out leaflet prepared for the Milwaukee Board of School Directors. In a friendly tone, the leaflet sets forth the procedures whereby the board-public dialog can be carried on in an orderly way.

Partners in Education

The quality of your public schools depends in part on citizens, their school board, and school administrators working together in a constructive manner to tailor educational programs to community needs. This is why the Milwaukee Board of School Directors welcomes public participation in school affairs and encourages citizens to express their views on matters concerning their school system.

The Board's Role

Representative of the citizenry, the school board is responsible for educational policies based on community aspirations and needs, and for financial plans consistent with community resources. The board is a policy making body, deriving its powers and responsibilities from state law. The school system is managed by the administration, working within the meaning and intent of board policies. The administration is guided by the superintendent of schools and the secretary-business manager.

Citizens in Action

Meetings of the school board and its committees (except executive sessions to consider certain personnel matters) are open to the public and are conducted under "Robert's Rules of Order" and the rules of the board.

To encourage public participation in its proceedings as well as to facilitate its own deliberations, the board has established the following procedures:

° Citizens may speak at <u>all committee meetings</u>. Remarks must be pertinent to items on the agenda. Speakers are requested to observe parliamentary procedures necessary for the conduct of an orderly meeting.

° <u>Only board members</u> speak at meetings of the full board unless the board resolves itself into a committee of the whole for a public hearing on a specific matter.

<u>Committee Meetings</u>

Committee meetings are the board's "work sessions." At these meetings, matters regarding school operations are aired before going to the full board for final action. Committee meetings provide opportunity for public discussion of items on the agenda. The procedure is as follows:

° An agenda is prepared for a committee by the administration based on items referred to the committee by the board and on items submitted by administrators.

° The committee receives the recommendation of the superintendent of schools or the board's secretary-business manager on a particular item on the agenda.

° A committee member opens discussion on the recommendation by a motion.

° Committee members voice their views on the recommendation.

° The committee chairman calls upon members of the audience for comment, asking each speaker to state his or her name and address for the record.

° When discussion is concluded, the committee votes on the motion regarding the recommendation, and the matter is referred to the full board at its next regular meeting.

<u>Board Meetings</u>

The public is urged to attend meetings of the full board to observe the outcome of matters referred to it by the committees. Since such matters were discussed and acted upon at the committee level, the board may approve committee reports without further discussion. However, a board member may request to have any item in a committee report held out for separate consideration by the full board. Of necessity, discussion is limited generally to board members to allow time for decision making. If board members have questions, the board chairman may call upon administrators for information

helpful to board members in reaching decisions. Each October, the board meets as a committee of the whole for a public hearing on the budget--a requirement of state law.

Getting on the Agenda

Individuals, citizen groups, and other organizations wishing a hearing on any school matter should forward such requests to the board by letter or petition. These communications should be sent to the "Milwaukee Board of School Directors, P.O. Drawer 10K, Milwaukee, Wisconsin 53201," and marked for the attention of the secretary-business manager.

The communications are presented at the monthly board meeting following their receipt. The board chairman immediately refers them to appropriate committees and to the administration for study and recommendations.

Persons or organizations are notified by letter from the secretary-business manager as to when their communications will be discussed at committee meetings so that they may be present to participate in the discussions.

Meeting notices are sent to the city hall and the main public library for posting, and to radio and television stations and to newspapers for publicity.

Notices are also mailed to certain individuals and organizations. Any individual or group may receive meeting notices upon payment of a $3 subscription fee for a 12 month period.

SOURCE: Milwaukee Public Schools, Milwaukee, Wisc.

For further reading...

° The School Board Meeting. A lively survey report of board meeting practices in school districts across the country--with special emphasis on the board meeting as a communications vehicle. Separate chapters deal with such topics as the settings of board meetings; how boards involve the public in their deliberations; the importance of planning; and the handling of news media. With its emphasis on practices, this publication represents an excellent supplement to the policy kit you are now reading. National School Public Relations Association, 1201 Sixteenth St., N.W., Washington, D.C. 20036. 1970. 48 pp. softbound. Single copy: $4; 2-9 copies, $3.60; 10 or more copies, $3.20 each.

° Effective School Board Meetings by Jack L. Davidson. Just published, this "textbook approach" to the subject is comprehensive in detail, solid in theory and in its multitude of suggestions for improving meetings. Of particular value are Davidson's discussions of the often-neglected processes of meeting planning and meeting evaluation. The author is superintendent of schools in Manatee County, Florida. Parker Publishing Company, 1 Village Sq., West Nyack, N.Y. 10994. 1970. 201 pp. hardbound. Price: $12.50.

° "The Board Meeting" in Citizen Boards at Work by Harleigh B. Trecker. For the research minded, this chapter reports results of studies of the meetings of many kinds of lay boards. Association Press, 291 Broadway, New York City 10007. 1970. 288 pp. hardbound. Price: $7.50.

Also...

The handbooks of many of the state school boards associations relate board meeting procedure to statutory requirements. Be sure to consult the published recommendations of your association.